

**Board of Directors
Tuesday 27th June 2023
Report from the Managing Director**

Agenda Item Number:		7
Presented for:	Discussion/ Approval	
Report of:	Managing Directors Report	
Author (s):	Managing Director	
Report History:	None	
Publication Under Freedom of Information Act:	This paper can be made available under the Freedom of Information Act 2000 if requested.	
Links to HIF's Objectives		
Deliver an efficient and effective service offering to Harrogate and District Foundation Trust	√	
Create strong sustainable partnerships	√	
Develop sustainable organisational systems	√	
Develop and maintain a strong, efficient and agile workforce	√	
Strengthen the local community through collaboration		
Recommendation:		
The Board of Directors is asked to note the work that is ongoing across the organisation.		

1.0 Introduction

- 1.1 This report provides the Board of Directors with an update on current matters within the Company.

2.0 Contract Dispute with [REDACTED] : Update

- 2.1 As the Board will be aware, we are continuing our discussions with [REDACTED] in an effort to resolve both the contract dispute and prolongation claim. I was contacted by [REDACTED] from [REDACTED] requesting a without prejudice meeting as they wished to present an offer to us in relation to [REDACTED]. The offer is based on a [REDACTED] and we are currently assessing this with our legal advisors to determine if this is a reasonable compromise, if we can agree a suitable resolution to the other dispute items. A further update on progress will be provided at the meeting.

3.0 Workforce

Portering

- 3.1 A full day Team Effectiveness workshop was held with the team at Cedar Court facilitated by the Business Development team. This event followed the same agenda as the previous team workshops held with the Domestic, Estates and Catering Teams. The event was well represented and resulted in a number of actions to take forward.
- 3.2 A number of issues were raised by the team including the lack of nurse escorts when transporting patients, manual handling issues and concerns about the shift patterns. A follow up workshop has been diarised to feedback on the jointly developed action plan.
- 3.3 Overall, the session was well received with excellent feedback obtained from the participants at the end of the workshop.
- 3.4 Work has been progressing on reviewing the porters uniform with agreement on several changes. Following a risk assessment safety shoes/ trainers have been provided for all Portering staff. The health and safety team and occupational health have supported the process.
- 3.5 The need for a restructure was evidenced from the recent workshop and a timetable has been drafted. It is expected that following consultation and job description matching/ evaluation a new structure should be in place by November / December 2023. The restructure will aim to upskill a number of individuals and introduce competency-based assessments with a focus on quality and performance.

New Starters

- 3.6 Positive progress has been made to fulfil the recruitment requirements for the newly established Estates restructure. Following a successful recruitment process, we are delighted to welcome new colleagues to the HIF Estates team over the coming months.
- 3.7 [REDACTED] will be joining the Company as an Estates Operations Manager (Buildings and Projects) from 24th July 2023. Shortly after [REDACTED] will be welcomed as the dedicated Estates Administrative Assistant in August 2023.

- 3.8 We have been successful in appointing [REDACTED] to our Senior Capital Design Manager position and the Trust Recruitment team are currently establishing a start date, it is anticipated this will be September 2023.
- 3.9 In addition to welcoming new colleagues, we are delighted to celebrate some successful internal progression within HIF; we are pleased to confirm that [REDACTED] and [REDACTED] have been successfully appointed to promotional positions as Estates Operational Manager – Engineering and Estates Compliance Manager respectively..
- 3.10 Our current HIF Management Administrative Assistant, [REDACTED] has been successfully appointed as Estates Officer and will start in her promotional position in August 2023.
- 3.11 [REDACTED] who is an established member of the Estates maintenance team was appointed as the Estates Team Leader position after a recruitment process and started his role in June 2023.
- 3.12 In addition to new colleagues to our Estates team, we have welcomed a new post to the Medical Devices team. [REDACTED], Medical Devices Inventory Manager has started her new role in June 2023 and has been progressing with many exciting projects within her new role.
- 3.13 We are pleased to welcome [REDACTED] next month as our Associate Director of Business Modernisation and Service Improvement. [REDACTED] will join the Company in July 2023 and will dedicate her time to the progress the Business Modernisation and Service Improvement projects and Business Development for 2023-24.
- 3.14 Collaborative work is also continuing with HIF colleagues and the Recruitment Team in the Trust to streamline the recruitment processes. This includes the introduction of a new HIF colleague welcome pack and induction process. The HIF Welcome Pack has been sign off and will be implemented from July 2023.

4.0 Car Park Management : Update

- 4.1 We continue to work on this challenging project with the approval of the car parking policy being the main focus of work. The policy has now been approved via the Policy Advisory Group and the Trusts Partnership Forum. Further updates will be needed following a recent permit software development meeting with [REDACTED] where specific details on the permit application process will be required to be included within the policy.
- 4.2 Signage has been commissioned and the project will move into the permit application phase coinciding with the continuation of communications on the changes. HIF have been invited to several events including Team Talks and a SMT workshop in July. The current condition and maintenance issues with the car park barriers continues to be challenging with a number of continued and prolonged failures of the equipment. We are working with the Trust to minimise the negative effect this has on car parking income.

5.0 General Office

- 5.1 A number of issues has arisen in relation to cash handling in the general office. An investigation has been commenced with HR support.

6.0 National Estates and Facilities Day

6.1 We are pleased to report that we celebrated National Healthcare Estates and Facilities Day this year on Wednesday 21st June. The day focused on highlighting the continued hard work of all our HIF colleagues in supporting teamHDFT. We rewarded HIF colleagues with a meal voucher and have some specially made HIF badges for all our colleagues. The day consisted of a 'drop in' session for all our colleagues to attend, enjoy a slice of cake and hot drink, and meet with other HIF colleagues and teamHDFT management staff. We were excited to offer a quiz and raffle for all HIF colleagues to join, with prizes kindly donated from our suppliers. The day was organised by a team including services within HIF, with support from the Charity team at HDFT.

7.0 Business Development: Update

7.1 Work is on-going to ensure Business Development is central and embedded within the Company at all levels.

7.2 HIF social media platforms continue to increase in followers and are well received internally and externally to the organisation.

7.3 The E-learning and Reading Group sessions continue to be available and utilised by colleagues.

7.4 The seventh edition of the HIF newsletter was launched on Friday 19 May 2023 and accompanied by an introductory video outlining its contents by [REDACTED]. The newsletter continues to be well received.

7.5 HIF photography session took place on Friday 26 May 2023 within all areas of the organisation. The images produced will provide a library to use on all HIF documentation and marketing material moving forwards. The session was well received by all departments.

7.6 Colleagues attended the Health, Estates & Facilities Management (HEFMA) Awards, held at the Stadium MK, Milton Keynes on the evening of Thursday 25 May 2023. Unfortunately, neither the Sterile Services Department (SSD) (nominated for the Efficiency & Improvement Award) nor the Catering Team (nominated for the People Development Award) were successful on the evening, as both came runners-up respectably. However, this was a credible result and was an excellent opportunity to observe and learn how we can build the profile of the Company in the future.

7.7 Team effectiveness Workshops for both the Portering and Domestic Teams Workshops were held on Thursday 04 May 2023 and Tuesday 06 June 2023. Both Workshops were well attended by colleagues respectively. During the session colleagues were provided the opportunity to discuss current challenges and thoughts as to how they could possibly be overcome.

7.8 The Portering Workshops key focuses were with regard to:

- Training and processes: Introducing a clear training and compliance matrix that meets service requirements needs. Ensuring the standard operating procedures (SOP) are easily accessible and fit for purpose. Department Structure
- Maintaining appropriate staffing levels and understanding collated data to ensure the meet service meets demand.

- Teamwork: Sustaining clear and concise, two way communication. Working equitably, holding professional respect towards one another and holding a one team approach to all circumstances.

7.9 Following the Workshop, additional drop-in sessions have been held with Porter team to ensure the progression of the identified workstreams. Work has commenced on a Porter SOP booklet, providing all key information in one document in an easy and accessible format.

7.10 The Domestic Workshops key focuses were in relation to:

- Checklist and Training: Ensuring all checklist are applicable to the National Cleaning Standards requirements and bespoke to the relevant area.
- Communication: Sustaining clear and concise, two way communication. Working equitably, holding professional respect towards one another and holding a one team approach in all circumstances.
- Training and processes: The Domestic SOP booklet was introduced and provided colleagues the opportunity to discuss its contents. Specific reference was made in regards to the introduction of the National Cleaning Standards and the inclusion of this detail. Further focus groups including Domestic colleagues are scheduled to ensure progress of these workstreams.

7.11 Work continues to progress with the Business Modernisation plan, in particularly within the Sterile Services Department. After the initial pilot period, to provide the provision of decontamination services to [REDACTED], [REDACTED] SSD has continued to deliver this provision to date. From the 30 January 2023 to 09 June 2023, we have provided decontamination services and transportation of approximately [REDACTED]. The relationship continues to strengthen and discussions have resulted into both parties agreeing to enter into a formal agreement. A business case for Board approval initially and contract with [REDACTED] is currently being finalised.

8.0 Conclusion

8.1 The Board of Directors is asked to: -

8.1.1 Note the work that is ongoing across the Organisation.

Date: AG/AC/LS/DT
Ref: 21 June 2023